DOCUMENT RESUME

ED 388 369 JC 950 556

AUTHOR Dodson-Pennington, Laura S.
TITLE Grants across Campus: Grant-Writing Basics.
INSTITUTION Cowley County Community Coll., Arkansas City, Kans.nt
PUB DATE [95]
NOTE 51p.
PUB TYPE Guides - Non-Classroom Use (055)

EDRS PRICE MF01/PC03 Plus Postage.
DESCRIPTORS Community Colleges; Corporate Support; *Educational Finance; *Financial Support; Foundation Programs; Fund Raising; *Grants; *Grantsmanship; Private Financial Support; *Program Proposals; *Proposal Writing; Two Year Colleges
IDENTIFIERS Cowley County Community College KS

ABSTRACT

This six-part manual developed by Cowley County Community College, in Kansas, provides information on developing, researching, and writing proposals for grants. The first section describes characteristics of public funding sources (i.e., federal, state, and local governments) and private funding sources (i.e., foundations, corporations or businesses, civic groups, and individuals) and provides information on sources and methods for each. The second section provides an introduction to proposal writing, focusing on the different types of grants, types of proposals, an overview of the entire process, and options for the style and tone of the proposal. The third section offers suggestions on organizing the proposal, focusing on developing ideas for the grant and developing the program design, while the fourth section reviews the components of a proposal or inquiry letter. The fifth section provides an in-depth, section-by-section description of the following proposal components: (1) introduction and organizational capability statement; (2) statement of need; (3) goals and objectives; (4) project methodology; (5) future funding; (6) evaluation; (7) budget, including sources of income and costs; and (8) budget narrative to accompany the actual budget. The final section reviews steps and components involved in completing the grant proposal, including the cover letter, title page, table of contents, summary, forms, attachments, editing, and packaging the grant. Appendixes provide a list of the 10 largest foundations in Kansas and the United States in 1990, sample proposal components, and an editing checklist. Contains 23 references. (TGI)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED 388 369

Grants Across Campus: Grant-writing Basics

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

X This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

L. Dodson-Pennington

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

BEST COPY AVAILABLE

Cowley County Community College & AVTS
P.O. Box 1147
Arkansas City, KS 67005

Laura S. Dodson-Pennington

JC 950 556

Table of Contents

- **Funding Sources** 4
  - Public
  - Private
  - Characteristics of each
  - Resources for each
- **An Introduction to Proposal Writing** 11
  - Introductory Comments
  - Types of grants
  - Types of proposals
    - The proposal/inquiry letter
    - The full-blown proposal
  - An overview of the entire process
  - Writing style/tone
  - Some other writing tips
- **Getting Organized and Getting Started** 15
  - Questions to ask/start-up sheet
  - How to get started--some steps
  - How to develop a program design--some more steps
- **The Proposal or Inquiry Letter** 20
- **The Full-Blown Proposal** 23
  - Introduction and capability statement
  - Statement of problem or need
  - Goals and objectives
  - Project methodology/implementation
  - Future funding
  - Evaluation
  - Budget & budget narrative

- **Completing the Grant** 34
  - Cover letter
  - Title page--example too
  - Table of contents--example too
  - Summary
  - forms
  - Attachments
  - Editing
  - Packaging the grant
- **Appendix** 39
  - Largest foundations--USA and Kansas
  - Sample proposal letter
  - Sample title page
  - Sample table of contents
  - Sample budget
  - Editing checklist
- **References and Bibliography** 48

Funding Sources

Funding Sources

There are a variety of different sources to which you can submit a grant and raise money:

I. **Public Funding Sources:**

- **Government:**
  - Federal
  - State
  - Local (county, city)

Federal, state and local agencies have a variety of grant programs which are available to nonprofit organizations. Careful research can identify which grant programs are good prospects.

Characteristics of government funding:

- it is a slow process;
- currently there are reduced grant programs through government agencies;
- there are specific grant deadlines for each grant program as well as specific procedures for review of grant applications;
- grant program priorities and funding levels are determined each year by Congress.

Sources for locating government funding:

- **Federal:** The Federal Register is the main source of identification of new funding programs available through the federal government. The Commerce Business Daily has information on some federal grant programs, but primarily provides information on federal contracts which are up for bid.

  The Federal Register is published daily, Monday through Friday except on holidays. It makes available to the public regulations and legal notices issued by Federal agencies including notices of availability of funding for various programs. The Commerce Business Daily is published Monday through Friday except on official holidays. It is a daily list of U.S.

Government procurement invitations, contract awards, subcontracting leads, sales of surplus property and foreign opportunities.

- **State:** The Kansas Register, published weekly by the Office of the Secretary of State, makes available to the public legal notices, public notices and announcements issued by state agencies, including notices of availability of funding for various programs.

- **Local:** Organizations should monitor the local funding sources in their area by telephone, personal contact or letter to stay acquainted with new grant programs as they are available.

II. Private Funding Sources:

- **Foundations**
    - Family or Independent
    - Corporate or Company-Sponsored Foundations
    - Community Foundations
    - Special Purpose Foundations
- **Corporations/Businesses**
- **Civic Groups**
- **Individuals**

- **Foundations:**

A private foundation is generally defined as a non-governmental, nonprofit organization, managed by a Board of Trustees or Directors, established to give financial support to charitable, educational, religious or social organizations working toward the common good of society. The primary function of a foundation is the distribution of foundation funds to qualifying organizations in the form of an outright grant. All private foundations are regulated by the Internal Revenue Service for the amount of interest earned from investments and for expenditure of funds. There are over 26,000 foundations in the United States.

There are several different classifications of foundations:

Family or Independent Foundations are philanthropic organizations

established by an individual or family to fund specific charitable organizations and causes. This type of foundation composes the majority of all foundations. Relatives and family members of the donors usually serve on the board (Examples: Kerr Foundation, Moody Foundation, Mellon Foundation.)

Corporate or Company-Sponsored Foundations are established by corporations to facilitate corporate philanthropic giving. These foundations obtain their funds from profit-making companies or corporations, but legally are independent entities which make grants (Examples: Exxon Foundation, Kerr-McGee Foundation, Dayton-Hudson Foundation.)

Community Foundations are city-wide funds in which gifts and bequests from numerous sources are combined into one fund. Boards are broadly representative of their community. Income is provided from a variety of sources: trusts, families, corporations, or from private foundations (Examples: Oklahoma City Community Foundation, Chicago Donor's Forum.)

Special Purpose Foundations fund special interests only. (Example: Warren Foundation in Tulsa, which funds new projects and programs at St Francis Hospital.)

Characteristics of foundation giving:

- is based on established priorities;
- accepts proposals;
- decides by approval of governing board;
- often is one-time grant.

- **Corporations/Businesses:**

Corporate giving reflects dedication on the part of top management to community projects. Corporations give in two ways: (1) through separately established foundations and (2) through corporate contributions from programs operated within their company. Corporate giving goes to a wider range of causes than foundation giving. In 1988 according to the Council for Aid to Education, about 37% of every contributed corporate dollar went to education, with increasing attention focuses on the pre-collegiate level. Health and human services received approximately 29%, civic and community activities 12.9%, art and culture

11.1%, with 9.5% going to other miscellaneous projects (Chronicle of Philanthropy, vol. 2, No. 7, January 23, 1990).

Characteristics of corporate giving:

- visibility through contributions is important;
- contributions are in accordance with the corporate fiscal year;
- a certain amount of the annual budget is set aside for new projects;
- corporate giving is not always handled through the public relations department;
- the closer an agency is to a corporation, the better are the chances of funding;
- corporate giving is often evaluated in business terms.

Uniqueness of corporate giving:

- Corporate giving has great potential. Only 20% of corporations give contributions. If other corporations would contribute, this would provide new large sources of funding.
- Corporate giving, unlike most foundation and individual giving, can include a variety of support assistance in addition to cash contributions.
- Energy and interests of employees of corporations can be tapped to support community causes.

- **Civic Groups:**

Local civic groups, such as the Rotary Club, the Lions, local women's groups and churches, are excellent sources for fund raising. Each community differs in the number and types of civic groups it has, but every community has some local groups who contribute funds and time to community projects and organizations.

Each group differs in the amount of money, time and commitment which it can offer to organizations. Some groups have established endowments through the sale of land or large fund raising efforts and can make substantial contributions to projects. Other groups offer to provide volunteers and/or underwrite a special event fundraiser in order to contribute to an organization.

Names of local civic groups should be compiled and updated annually. An organization desiring to seek support from a local civic group should first ask to be a scheduled speaker for the group, or to make a presentation in some form.

- **Individuals:**

The major source of philanthropic contributions is the individual contributor. The individual donor contributes about 85% of the philanthropic dollars in the U.S. Individual contributions range from million dollar gifts to $5.00 gifts. Information on potential individual contributors can be gathered from Who's Who or the social register, or from lists of arts organizations, newspapers, or other sources which list individual contributors and their gifts. Individual gifts can be in the form of cash contributions, material goods needed for organizations or auctions and sales, or time spent as volunteers.

Characteristics of the individual giver:

- individuals give to organizations they are interested in;
- individuals give to organizations which have objectives in line with those of the individual;
- individuals give to organizations which need personal attention.

Differences in proposals for Public and Private Funding Sources

ITEM	PUBLIC FUNDING	PRIVATE FUNDING
Length	Usually very long.	Usually a 1 to 2 page letter as a first proposal.
Forms	There are always forms with public sources: cover forms, budget forms, sometimes time lines, charts and graphs are required. Federal sources have standard forms.	A minority of private sources have application forms. These are usually 2 to 4 pages and fairly simple.
Deadlines	There are always deadlines, usually one-time deadlines.	Most private sources do not have deadlines for submission. Proposals are received at scheduled times, but can be submitted any time.
Writing Style	Bureaucratic. Professional jargon. Formal.	More general, good journalistic style.
Budget Information	Usually only requires budget for program being requested.	Budget for requested program; Annual operating budget for preceding and current years; Audit (if available) for last fiscal year.

An Introduction to Proposal Writing

An Introduction to Proposal Writing

A proposal is a written representation of a program which will be implemented in the future. It must provide information about a proposed happening that will clearly describe what the new program will do in a chronological sequence. All of the activities, individuals, organizations, and funds necessary to carry out the new program must be specified. A good proposal presents a good plan.

The plan presented in the proposal is a promise to the funders that the submitting agency will perform the described activities in order to accomplish, or attempt to accomplish, the goals described in the proposal. The proposal is an instrument of persuasion. It seeks to attract the reader's attention to the idea embodied in the proposal and to persuade the reader that this program is:

- essential to the population proposed to be served;
- well-planned and logical;
- competently staffed;
- producing significant, and far-reaching benefits;
- supported by additional organizations or community programs;
- cost-effective.

Types of Grants:

Program Grant:	describes a set of services being offered by an organization.
Equipment Grant:	requests special equipment needs.
Training Grant:	provides training and education to a particular target or group.
Planning Grant:	plans and coordinates a larger project.
Research Grant:	studies a problem or evaluates an activity.

Types of grant proposals:

The proposal/inquiry letter.

The full-blown grant proposal.

An Overview of the Entire Process:

- Identify funding source for submission of application.
- Research and obtain guidelines, if available.
- Read guidelines for points of emphasis.
- Develop work plan for writing grant. Outline content in format as requested by guidelines.
- Take guidelines and "brainstorm" ideas and budget for grant.
- Perform research needed for grant.
- Organize Ideas.
- Write complete draft and budget.
- Assemble attachments.
- Pencil in forms.
- Review and edit draft - as many reviewers as possible.
- Review draft against guidelines. Rewrite and edit as needed.
- Type forms and final copy.
- Proofread.
- Write and type Summary, Cover Letter, Table of Contents, and Cover Sheet.
- Package the grant.
- Submit grant by deadline.

Style and Tone of Proposal:

It is in the first section of the proposal that the writer sets the style and tone for the entire narrative. The style and tone of the first section must be followed throughout the body of the proposal for purposes of consistency and clarity.

If the writer chooses a <u>personalized</u> style of referring to himself/herself or the

organization in the second or first person, then informal style must be followed throughout the proposal. However, if the writer decided on an institutionalized style of writing in the third person, then he/she must continue in this formal throughout the proposal. It is preferable to write in the third person with a proposal, unless a small grant is being submitted to a funding source which is interested in an informal style of presentation. Each section of the proposal sets the stage for the next section of the proposal. Individual sections should be written with this in mind.

Getting Organized & Getting Started

Getting Organized and Getting Started

Getting started for most people is the hardest part. Professional writers never expect to sit down and write anything in finished form in the first draft. Neither should you.

Ask yourself some questions:

- Who will review this grant?
- Why are you writing this grant?
- What results do you want to accomplish as a result of this program?
- What questions do you want to answer with this program?
- What other ideas do you have that does not fit into one of the above categories?
- What activities will the proposed program involve?

How to Get Started:

STEP 1: Make a plan--develop ideas for the grant you are proposing.

You must:

- know your audience
- know your reason for writing the grant
- know generally what you want to say.

If you do not know the answers to these questions, you should spend some time thinking through your project until you have clear answers and goals in your head. Do this before you ever sit down to write.

STEP 2: Choose a method for getting started and getting your ideas down on paper.

Methods for development:

- Use the Start-Up Sheet Method.

  Use a questionnaire to fill out before you begin writing. This sheet will help you organize your thoughts.

- Use the Post-It-Note Approach.

  This is a newer method of organization. It is a flexible method like the index cards. It allows you to write major points on each note and rearrange your ideas easily.

- Use the Old-Fashion Outline format.

  Start with the outline for the grant as required by the RFP request for proposal). Fill in this shell with main points you will make in each category.

- Use the Brainstorming Approach.

  A brainstorming approach is a more free-wheeling way to construct an outline and organize your report when you are not sure at first what should go where. Just jot down everything all over a big sheet of paper, then draw circles, dotted lines, etc. to connect together the ones which pertain to each other. This should lead you to a more organized outline to get you started.

- Use Index Cards.

  Another popular method is to make notes on index cards for research, being careful to note the source and page numbers on the backs of the cards and for major ideas. The information on the backs of the cards will enable you to: 1) quickly relocate the source for further reference, and 2) properly cite the source. These are easy to shuffle around and arrange until they are in a logical and workable order. Then work through the cards and write your report. Be sure and keep your cards for future reference.

STEP 3: **List ideas.** In any kind of writing you have to list ideas. The best way to list ideas for a grant program is to "brainstorm the grant with your colleagues."

How to Develop the Program Design.

1. Hold a meeting of all of the principals who will be involved in the grant if it is funded. Keep this to as small a number as possible. This needs to be an efficient, working group.

2. Take the guidelines for the grant and discuss each major section of the grant with

the group. Ask the group to discuss how the program will work. Someone in the group needs to take notes or tape this session. This process will provide the design for the program and will provide the facts needed to write the grant.

These are some questions to answer:

- What will the program do?
- Who will operate it? How many? What types of professionals? Who will oversee the project? How much time will each person spend on the project?
- When will it start? When will it end?
- Who will be served by the program? How many? What are the characteristics of this group?
- What are the objectives of the project?
- How much will everything cost?
- Where will the project take place?
- What is important and significant about this project taking place?
- Why is the money needed?

STEP 4: Research and collect information.

Fill in all missing information through research:

- conversations with other people
- collection of statistics
- research from books and periodicals

Record all of this information.

Incorporate this information into the program design.

STEP 5: Put ideas in order.

Organize ideas for the proposed program in the order that you want to

present them in each section of the grant application. A good order for a grant application is:

- Attention-getting lead-in section of the issues to be discussed and importance of these issues
- The main body of information supporting the issues
- Restate the major these as a conclusion and relate this to your proposed program

The Proposal or Inquiry Letter

The Proposal or Inquiry Letter: Components

Most private funding sources (i.e. corporations, foundations) require a 2 to 3 page proposal letter. This letter needs to be brief, concise and organized. The following outline sets forth a format for a proposal letter which would present the information required by most private funding sources.

Outline for Proposal or Inquiry Letter

I. SUMMARY

Short summary about organization submitting proposal and about fund raising project. This summary tells the reader WHO, WHERE, WHY, WHAT, WHEN, and HOW MUCH.

II. BACKGROUND INFORMATION ON ORGANIZATION

WHO — Describe organization:

- what it is
- functions provided
- who uses its services

WHERE — Describe where the organization is

III. NEEDS

WHY — Describe needs served by the organization.
State why funding is needed.
Describe what can be done as a result of additional funds.

IV. DESCRIPTION OF FUND RAISING PROJECT

WHAT — What it is.
When it will begin.
What the results will be.
How much it will cost.

V. FUND RAISING PLAN

WHEN — Where, when and from whom fund raising will occur.
Describe overall fund raising plans.
Address how organization will fund new operating costs on an ongoing basis.

VI. REQUEST

HOW MUCH — Describe exactly what is being requested from funding source.

LIST OF ATTACHMENTS

List of Board Members
Budget
Brochure
Letters of support for need for project
(Architectural rendering or drawing is project is a facility)

The Full-Blown Proposal

The Full-Blown Proposal: Components

Overview:

Introduction and capability statement
Statement of problem or need
Goals and objectives
Project methodology/implementation
Staff
Future funding
Evaluation
Budget and budget narrative

1. Introduction and organizational capability statement.

The introduction and organizational capability statement contain basic descriptive information about the organization and its capability to operate the proposed program. State the purpose and mission of your organization. This is the major section of the application where the proposer has an opportunity to logically, and sequentially, describe the proposing organization and to build its credibility. It is better to spend time in this section enhancing the credibility of the organization than dwelling on a presentation of the program. There is ample space in the body of the proposal to describe the project in vivid detail. The organization capability statement should include the following information:

- number of years the program has been in operation;
- if a new organization, why it was created;
- success and historical statements about the organization;
- description of staff;
- community resources supportive of the organization;
- references to the organization's credibility;
- size of clientele;
- list of publications;
- major accomplishments;
- important events of the organization;

- quotes from letter of support for organization.

2. Statement of Problem: Need

In this section of the proposal, the writer states the need for the proposed project or program. This section provides the demographic data and statistical information which document and support the need for the program. It is in this section that the writer demonstrates his/her understanding of the problem to be addressed by the pending program. The writer must limit himself/herself to the problem which will be addressed by the proposed project and document the need for this program solely. The needs statement should be clear, statistical information presented concisely, and the entire statement written to support the proposed project.

How to document need:

- Quantitative Documentation

  Quantitative documentation in a grant proposal is the presentation of statistical information to support the need for the program or project being proposed. Description of need in a proposal must be presented with specific statements of fact, which include the use of statistical information. Do not write general, unsubstantiated statements. These are meaningless in convincing the reader/reviewer of need for the proposed project.

  EXAMPLE:

  General Statement: "Many students in the school district 259 are at risk for dropping out of school."

  Specific Supported Statement: "Thirty-five percent (16, 924 students) of the total 48, 355 students in school district 259 are at risk for dropping out of school due to: single parent homes, low average daily attendance, truancy, pregnancy, and substance abuse."

  EXAMPLE:

  General Statement: "School district 259 has a serious dropout problem."

  Specific Supported Statement: "The documented dropout rate in school district 259 in 1990 was 30 percent, exceeding the national average dropout rate of 25 percent."

Charts, graphs, maps, and tables are excellent pictorial representations of

important statistical information presented in a needs statement. These should be used whenever possible to strengthen the presentation of statistical documentation.

- **Limitations of existing programs:**

  The needs section is the place to document compatible programs or projects to the one proposed in the proposal. These compatible programs should be listed, and their limitations described. The writer must point out why these existing projects cannot address the need for services and how the proposed project can complement these existing programs.

- **Evidence of Demand:**

  Another way to document the need for the proposed program is to document the demand for this need. The results of market surveys can be used here, as well as other information such as reports from community groups or meetings documenting need for the project.

- **References:**

  References should be used wherever possible to demonstrate the sources for the statistical information presented in the proposal.

3. **Goals and Objectives**

- **Purpose.**

  First, the purpose of the project should be stated.

  This should include a frame of reference or rationale for why the project is important. This differs from the needs statement in that all that is required here is a brief, concise statement explaining the project's overall purpose.

- **Goals and Objectives.**

  Goals: Every proposal should state the major goals and/or objectives of the project. Goals are the overall conceptual orientation to the ultimate purpose of the project. They are usually more abstract in content, broader in scope, focused on long-term attainment and not measurable. A proposal should contain very few goals. If there are more than five foal statements, the writer should re-think the purpose and intent of the project.

  Objectives: Objectives are specific, measurable, and short-term statements of attainment for a project. The objective is an expression of accomplishments

which the project is anticipated to make within a certain, specified time frame, from which evaluation can be made to determine if the proposed measurement was achieved.

Program Objectives are "outcomes" of the activities of the proposed program. Often writers include methods rather than objectives to demonstrate what they hope to achieve with the grant. If your statements begin with "to provide," "to establish," or "to create," these are methods. However, if your statements begin with words like "to increase," "to reduce," or "to decrease," these are program or outcome objectives. Program objectives should tell: who is doing what and how much activity will be measured.

- **Action Steps or Activities:** If the proposal is for a large program, then the objectives can be broken down into activities and action steps as an effort to describe in more detail how the proposed project will be developed and perform. State only necessary objectives and promise only what can reasonably be achieved under the scope of the proposed project. Goals, Objectives and Action Steps are best written out on a time line chart.

Sample Time Line Chart

GOAL	OBJECTIVE	ACTION STEP	TIME LINE

4. Project Methodology.

This section of the proposal contains the proposed project or program. There are several areas which need to be covered thoroughly in this section.

- **Approach and Plan of Action.** This section of the grant should describe in detail the methodology of the program. It should describe the Plan of Action for the program and should state how the objectives of the grant relate to the purpose of the program. It should describe how project participants will be selected and it should describe how the whole program will operate. It should also describe other organizations which will participate in the program.

- **Personnel, Organizational Structure and Staffing Patterns.** Often proposal guidelines ask for an organizational chart of the organization submitting the proposal. This is a helpful tool to reviewers because it allows them to visually

see how personnel proposed to handle the project fit into the organizational framework of the submitting agency. Board and committees which have influential positions with the proposing organization should also be described. The staffing pattern of the proposed project should be explained completely in this section. For each position proposed, the level of effort should be indicated. Duties and responsibilities of staff, as well as qualifications of existing staff members who will assume positions in the funded program, should be explained here. Job descriptions for key jobs and/or resumes should be included in the Appendix.

- **Results and Benefits.** Each grant should describe the short and long-term results and benefits of the program. Describe:
    - number of people to be served;
    - new products produced;
    - problems addressed;
    - what will happen in the future as a result of the project;
    - impact on community, state, region, or nation;
    - contribution to the field, policy, practice; research, theory.

5) **Future Funding.**

Most funding sources, especially foundations, want a clear understanding of how the program or study proposed to them will be funded after the time period of the grant expires. Foundations do not want to be sources of continuing support to the same organization. If foundations feel that an agency will need additional funds to continue this program, yet the agency has no planned way to fund the continuation, the foundations will be inclined to deny funding to the proposal.

The proposer should clearly develop a plan for the continued funding of any proposal, if continuation funding is needed. If a funding source has expressed interest in funding the continuation, this should be documented in the proposal. One way to address the issue of future funding is to show that fees for services resulting from the new grant program will go back into the agency to help offset the costs of this new program.

If the proposed project is part of a large fund raising campaign, the time and strategy of the campaign should be described in detail in the proposal. Many foundations require detailed documentation of operating expenses, annual budgets (current, preceding year and following year) and specific information about investments and properties as part of

the proposal narrative. You should adequately address this issue because this section of the proposal is extremely important to the success of the proposal being funded.

6) **Evaluation.**

Most funding sources require an evaluation section in proposals. Describe in this section how you will evaluate your proposed program. This can be done by evaluation of the program and by evaluation of the process of how the program was conducted.

A **program evaluation** will measure:

- the extent to which the program achieved its objectives;
- the extent to which the accomplishment of the objectives can be attributed to the program.

A **process evaluation** will measure:

- if the program was conducted according to the plan;
- the relationship of program activities to the effectiveness of the program.

Who should conduct the evaluation?

The best evaluator is someone from outside the program who has no investment in the program. This person can be objective throughout the evaluation process.

Things to consider when planning an evaluation:

- Cost
- Selection of evaluator
- Participation of evaluator in design of evaluation component.

Designing the Evaluation:

In designing an evaluation component, the following items should be covered:

- decide whether the evaluation will be a program evaluation or a process evaluation (or both):
- describe evaluator's credentials and how the evaluator was selected;

- design the evaluation criteria to be used;
- describe data-gathering methods;
- explain test instruments or questionnaires to be used;
- describe the process of data analysis;
- describe how evaluation results will be used for improving the program;
- describe evaluation reports and when they will be produced.

7) **Budget.**

Funding sources vary quite a bit in the detail in which they request budget information. Most federal agencies use the standard federal budget pages. The budget for the proposed project should have enough information detailed on the budget sheet itself that all items are self-explained, or the proposal should also include a budget narrative.

The budget is an estimate of what the costs will be on a project. The budget should be:

- specific
- detailed
- informative
- and contain correct addition.

Income Budget:

List sources of income by source.

City of Houston	$100,000
U.S. Dept. of Housing & Urban Development	$100,000
TOTAL	$200,000

Expense Budget:

- **Personnel Costs.**
  - **Salaries and Wages.** All staff should be listed individually by

title and the monthly salary times (x) the percent of their time they will spend on the project times (x) the number of months to be spent on the project.

Example: Executive Director @ $1600/mo. x 20% x 12 months

- **Fringe.** All fringe benefits given to employees of the organization should be listed individually under the fringe category. Fringe includes:

  Social Security (FICA)
  Worker's Compensation
  Health Insurance
  Professional Fees
  Liability Insurance
  Disability Insurance
  Vacation and Sick Leave

  Each fringe benefit should be listed by the cost per employee times (x) the number of employees it applies to.

  Example: Social Security @ 7.51 % x $ (salaries)

- **Other Costs.**

The other costs should include everything needed for the program which is not direct personnel expenses.

- **Consultants and Contract Services.**

  Paid and volunteer consultants should be listed in this section. Audit services, consulting services, evaluator's time, and other non-staff personnel costs should be listed here.

  Each consultant should be listed individually by title and name (when available). The number of hours or days he/she will consult should be listed times (x) the hourly or weekly fee times (x) the number of occurrences during the grant period.

  Example: Consulting Psychologist 4 hrs/wk x $45/hr x 52 wks

- **Space Costs.**

  Office rent, space used outside the office, utilities, maintenance,

janitorial services, and renovations should be itemized here. All budget items under space costs should be listed out to designate the amount of space times (x) the price per unit for the space.

Example: Rent - 1200 sq. ft. x $9/sq. ft./year

- **Equipment.**

Any equipment leased, bought, or rented for purposes of the project should be listed. Each item should be listed individually with the number of items times (x) the cost per item.

Example: Desks - 5 desks x $200/desk

- **Office Supplies:**

All supplies to be consumed during the operation of the project should be listed individually. Supplies should be calculated at the number of each needed times (x) the price per supplies or by price per month for each supply.

Example: Paper (for copying) @ $50/mo. x 12 months

- **Travel:**

All travel costs should be broken into in-state and out-of-state costs. In-state travel is usually described by miles traveled by car. This should be listed by total miles driven times (x) price to be reimbursed per mile times (x) the number of times the trip will be made.

Example: 180 mi round trip (Wichita-Kansas City) x .26/mi x 6 trips

Out-of-state travel is usually itemized by the price for plane fare, plus (+) price for lodging per night times (x) the number of nights for lodging, plus (+) price of per diem times (x) the number of days for the per diem.

Example: One trip Wichita to Washington, D.C. @ $360 airfare + $60/night x 3 nights + $25 per diem x 4 days.

- **Other Costs.**

  Additional office and other costs should be individually listed here. This category can include telephone expenses, postage, insurance for office contents, printing costs, material costs, etc.

- **Indirect Costs.**

  Some organizations tack an indirect cost on to the direct costs of operating a new or expended program. Indirect costs include costs to the organization to operate the proposed program; the costs of operating the buildings, providing maintenance for buildings and grounds, general and departmental salaries, accounting services, etc.

  Indirect costs are estimated at a rate (percentage), which is usually negotiated with the funding source ahead of time. When indirect cost rates are included in grants, they are usually applies only applied to salaries and fringe.

8) Budget Narrative.

A budget narrative should always be written and placed behind the budget. A budget narrative is a narrative description explaining the items in the budget. This provides an opportunity to describe why a person is being paid a certain rate, why travel is needed, etc.

Completing the Grant

Completing the Grant

An Overview:

The Cover Letter
The Title Page
The Table of Contents
Summary
Forms
Attachments
Editing
Packaging the Grant

1) The Cover Letter.

The cover letter which accompanies a proposal formally submits the proposal to the funding source.

It should include all of the following:

- name of the organization submitting the proposal;
- a concise summary of the proposed program or study;
- the amount requested from the funding source;
- brief statement about the interest and capabilities of the proposing organization for performing the proposed project;
- address, name, phone number and title of the project director or individual from whom the funding source many request additional information as needed.

This letter of transmittal should be on the stationary of the organization submitting the proposal and should be signed by the Chief Executive Officer of the organization or the Chairperson of the Board of Directors. The letter should be brief, concise and to the point. The letter provides and opportunity to designate a specific individual to be contacted for additional information as needed.

2) The Title Page.

The title page to a proposal is the first page that the funding source will see when reviewing the proposal. If the funding sources do not provide a cover or title page, then put one in. The title page should provide all of the basic details and information

necessary to identify the proposal, including:

- title of proposal;
- the agency/organization receiving the proposal;
- the program under which the proposal is being submitted;
- the name, address, and phone number of the proposer (complete with organizational name if appropriate);
- date of submission.

All federal, state and local governmental funding sources require that the proposers fill out a specific title page, as required by each agency.

3) Table of Contents.

A separate page in the proposal should be used for the table of contents if the proposal is long enough. If the body of the proposal is more than 10 pages, or if the proposal contains numerous attachments, graphs or charts, or if it is required, a table of contents is a necessary aid to the reviewers. The table of contents should be placed immediately after the title page of the proposal.

The table of contents should contain a formal outline of the major sections or divisions in the body of the proposal. Graphs, charts, tables, pictures and all significant attachments contained in the body of the proposal should be identified in the table of contents.

Headings and subheadings should be placed in outline form, with each heading receiving a Roman numeral, subheadings receiving a capital letter, each section under a subheading receiving an Arabic number, and additional sub-sections receiving a lower case letter. These should correspond to how the proposal is outlined.

The table of contents is a way to present to the reader/reviewer an overall view of the contents of the proposal. Each heading and entry should have the corresponding page number identified with it.

Each section of the proposal should be given a short, descriptive heading, which identifies the content of that section. These headings should appear in the table of contents exactly as they are written in the text of the proposal.

4) Summary.

The purpose of the executive summary is to allow the reader/reviewer to quickly and efficiently identify the major points and thrust of your proposal. The summary should be well-written, because often this sets the tone of interest for the reader. It is easiest, and best, to write the summary last, after completing the proposal.

Long Proposals: If a proposal contains more than five to ten pages, a summary or abstract must be added to the front of the proposal. This summary should concisely describe the essential components of the proposal and should not exceed one page. The summary should answer the following questions: Who? What? When? Why? Where? How Much?

Short Proposals: For a short proposal (1 to 5 pages), make the first paragraph of the proposal a summary. It should briefly summarize the essentials about the project.

5) Forms.

All federal grant applications, and some private grant applications, have forms to fill out. Make a copy of the application forms on which answers can be drafted. Review all answers carefully. Do not type the final application forms until the draft has been thoroughly proofed and edited. Be certain to submit originals, if possible. This process will ensure accuracy and neatness on the form.

6) Attachments.

Proposals often contain additional information and documents which can support the proposed program. These documents should be added to the grant in the appendix and placed behind the narrative. These will be copies of:

- annual reports;
- charts and graphs;
- publications;
- studies pertinent to the issue of the proposed project;
- list of references;
- list of Board of Directors;
- contracts;
- operating budget sheets; and

- letters of support from community groups.

7) Editing.

Editing is the final step in the writing process. Careful editing can polish your grant and produce a quality product. Don't try to write and edit at the same time. Write your comments the first time without stopping or rephrasing. Perfection is not the goal of the first draft. Edit after you have written a complete draft.

8) Packaging the Grant.

White Space. Use lots of it. Be generous with clear, white, uncluttered space, unless specific guidelines restrict the narrative to a certain number of pages.

Margins. Make sure they are consistent. Carefully consider whether you want the right-hand margin justified. There are pros and cons to this.

Type of Print. Type of print is critical to easy reading, your packaging goal. Use type which does not call attention to itself. Script type is appropriate for writing personal notes, but is inappropriate for report-writing and is very difficult to read. Be sure that your printer is at least letter-quality. Avoid, if possible, dot- matrix type printers, and any type style which does not have extenders (the small letters which extend below the line of text, such as the g y, and p). This style jars the reader's eye by throwing in new rules for certain letters.

Form. Form is important and deserves some consideration. The last line of a paragraph should never be left to dangle on its own at the top of the next page. If the grant is developed in outline form, you should observe the basic rules of outlining.

Covers. Follow the advice of the guidelines on whether to add covers or place the grant in a binder. Covers may not be required, with the instructions being to staple the grant together.

Appendix

10 Largest Foundations in U.S. in 1990 (Foundation Center)

NAME	HEADQUARTERS	ASSETS (in billions of dollars)
Ford Foundation	New York, NY	5.5
J. Paul Getty Trust	Los Angeles, CA	4.8
Lilly Endowment	Indianapolis, IN	3.5
W.K. Kellogg Foundation	New York, NY	3.5
MacArthur Foundation	Chicago, IL	3.1
Pew Memorial Trust	Philadelphia, PA	3.1
Robert Wood Johnson Fd.	Princeton, NJ	2.9
Rockefeller Foundation	New York, NY	1.9
Andrew M. Mellon Fd.	New York, NY	1.6
Kresge Foundation	Troy, MI	1.2

Largest Kansas Foundations in 1990

NAME	HEADQUARTERS	ASSETS (in millions of dollars)
Powell Family Foundation	Shawnee Mission	56.1
Hansen, Dane G. Foundation	Logan	30.6
Lambe, Claude R. Charitible Foundation	Wichita	22.9
Sosland Foundation	Shawnee Mission	20.1
Baughman Foundation	Liberal	12.9

DRAFT OF FUNDRAISING LETTER
FOR
GULF COAST INDEPENDENT ORGAN PROCUREMENT ORGANIZATION

DATE

NAME
ADDRESS

Dear _____:

(LEAD IN) It is not often that you are asked to make a contribution towards a gift of life for another person. This letter is requesting such a gift.

(SUMMARY) The Gulf Coast Independent Organ Procurement Organization is requesting a contribution of $___(amount of request)___ from _____(company or foundation name)_____ for current program needs.

(PURPOSE) Started in 1987, the Organization is the program which makes the gift of transplants possible to individuals in need in Houston and the surrounding 29 counties. We serve the Texas Medical Center transplant programs at Hermann, Methodist, St. Luke's Episcopal and Texas Children's Hospitals. For the past 20 years each of these institutions has been involved in transplantation and transplant research under the leadership of such prominent transplant surgeons as Denton Cooley, Michael E. DeBakey, O.H. Frazier, George Noon and Barry Kahan. Our Organization also facilitates obtaining organs for transplants for these hospitals.

WHERE

WHO

(INTRO-DUCTION)

(STATEMENT OF NEED) At any given time at the Texas Medical Center alone, there are more than 200 people awaiting a vital organ transplant. The four transplant centers at the Texas Medical Center perform over 300 kidney, liver, heart and heart/lung transplants annually, allowing hundreds of people opportunities for longer lives.

WHY

(NEED) The demand for organ transplants in the Houston area is increasing at the rate of 10 to 15 percent each month. Nationally 13,000 people are currently on transplant recipient waiting lists. While organ donation efforts have increased across the country and the state of Texas, demand continues to far exceed the supply of available organs.

(PLAN OF ACTION) The Gulf Coast Independent Organ Procurement Organization is the federally designated program in Houston for providing organs for patients locally and for sharing

BEST COPY AVAILABLE

with similar organizations around the country. The Organization monitors all federal and state legislation regulating and mandating procedures concerning transplants and assists donors, recipients and transplant institutions work through the process of transplantation.

WHAT

The Gulf Coast Independent Organ Procurement Organization is in the process of expanding its program to serve Houston more effectively. We are beginning a sizeable public relations effort to educate the local community about the Organization and services we provide.

We are planning several public events in Houston, the production of video presentations and written literature,

WHEN

and a local publicity campaign to strengthen the public's knowledge about the Organization. We have committed $115,000 to this publicity campaign, and must raise an additional $35,000 by April 1, 1989.

The Gulf Coast Independent Organ Procurement Organization is funded 55% from federal funds, and 45% from transplant center fees, gifts and grants. We must raise

HOW MUCH

private contributions for our remaining publicity needs. We are requesting a contribution of $ (amount requested) from (corporation or foundation name) to be used for _____ (state what their dollars would be used for). We would like to publicize the name of your company as a contributor on our literature, and we welcome your support of our efforts in the Houston community.

Your contribution will be used to better inform the

(RESULTS)

public about available transplant services. Your contribution truly will be part of a gift of life.

Sincerely,

_____

Executive Director

TITLE PAGE - EXAMPLE

OKLAHOMA DROPOUT PREVENTION PROJECT

Submitted to
Rebecca Smith
Dropout Program
U.S. Department of Education

Project Director

Jones Hunter
Superintendent
Houston Independent Schools
Houston, Texas 77001
713/555-1212

July 11, 1990

TABLE OF CONTENTS - EXAMPLE

	Page
Face Sheet	i
Executive Summary	ii
I. Existing Services	1
A. History of XYZ Agency	1
B. Services Currently Provided	3
II. Target Population	4
A. Description of Geographic Area	4
B. Description of Target Individuals	5
III. Statement of Need	6
A. Economic Conditions and Employment Rates	6
Chart A. Ethnic Background of Geographic area	7
B. Specific Needs of Target Population	8
Chart B. Projected Service Needs for 1989	9
IV. Community Support	10
A. Project Co-sponsor	10
B. Potential Employers	11
V. Project Design	12
A. Goals	12
B. Job Coach Model Description	13
C. Advocacy	15
Chart C. Workplan Timeline	17
VI. Capacity to Implement and Manage Proposed Program	20
A. Staff Competency	20
B. Capacity to Meet Reporting Requirements	20
VII. Budget and Cost Effectiveness	22
Statement of Assurance of Compliance	
Appendix:	
Appendix A - Letters of Support	
Appendix B - Job Descriptions	
Appendix C - Organizational Chart	
List of Board of Directors	
List of Staff	

SAMPLE BUDGET
YEAR ONE

	REQUESTED DEPT. OF EDUCATION	MATCH	TOTAL
A. PERSONNEL			
Project Supervisor James Brown, Ed.D. .20 FTE @ $60,000/yr	-0-	$ 12,000	$ 12,000
Social Worker - 1.0 FTE @ $28,000/yr	$ 28,000	-0-	28,000
Counselor - 1.0 FTE @ $28,000/yr	28,000	-0-	28,000
SUBTOTAL PERSONNEL	**$ 56,000**	**$ 12,000**	**$ 68,000**
B. FRINGE BENEFITS			
@ 20.5% of salaries	11,480	2,460	13,940
C. TRAVEL			
Out-of-State Travel			
Project Supervisor - two roundtrips from Wichita to Washington, D.C. (roundtrip airfare from Wichita, KS $800 + $110 ($55/night for lodging x 2 nights) + $150 ($50/day per diem x 3 days) = $1,060/trip) x 2 trips	2,120	-0-	2,120
D. EQUIPMENT			
1 IBM compatible computer and printer	4,500	-0-	4,500

	REQUESTED DEPT. OF EDUCATION	MATCH	TOTAL
E. SUPPLIES			
Long distance telephone charges @ $50/mo x 12 mos	-0-	600	600
Postage @ $50/mo x 12 mos	-0-	600	600
SUBTOTAL SUPPLIES	$ -0-	$ 1,200	$ 1,200
H. OTHER			
Primary training for School Support Team members @ $200/member/training session x 12 members x 2 training sessions/year	-0-	4,800	4,800
Evaluation Instruments Piers-Harris Evaluation Instruments for 2000 students @ $1/instrument	2,000	-0-	2,000
SUBTOTAL OTHER	$ 2,000	4,800	$ 6,800
SUBTOTAL DIRECT COSTS	$ 76,100	$ 20,460	$ 96,560
INDIRECT COSTS			
Indirect costs @ 2.54% of direct costs	$ 1,933	520	$ 2,453
TOTAL	$ 78,033	$ 20,980	$ 99,013

EDITING CHECKLIST

Now that you have written the grant, it is time for you to be the editor of it before it is submitted to the reader. Take your report and check it against this checklist.

CLARITY:	Is your writing clear?	_____
	Are the facts clearly stated?	_____
	Is the language easy to understand?	_____
	Are there technical terms or jargon which should be eliminated?	_____
CLEAR EXPLANATIONS:	Did you make a clear request for action?	_____
READABILITY:	Does it suit your audience? Is it written for the appropriate reader?	_____
COMPLETENESS:	Have you included all data necessary for the reader's understanding and action?	_____
PRESENTATION:	Is the principal idea highlighted so it cannot be missed?	_____
	Is supporting detail provided in logical, chronological or sequential order and in descending order of importance?	_____
STYLE:	Does the writing flow, drawing the reader from sentence to sentence?	_____
TONE:	Is your writing friendly, personal, formal as required?	_____
FORMAT:	Is the material visually attractive, spaced properly, uncluttered?	_____
	Are the paragraphs or sentences too long?	_____
MECHANICS:	Is the text error-free?	_____
	Are there spelling errors?	_____
	Are there errors in grammar or punctuation?	_____
ACCURACY:	Are the statements factual, statistics verified?	_____
	Is the argumentation sound?	_____
CONSISTENCY:	Is your point of view clear throughout the report?	_____
POSITIVE APPROACH:	Is the grant upbeat and confident?	_____

References & Bibliography

References and Bibliography

Bauer, David G. (1988). The How To Grants Manual: Successful Grant Seeking. Phoenix: Oryx.

Bauer, David G. (1989). Administering Grants, Contracts & Funds: Evaluating and Improving Your Grants System. Washington: American Council on Education.

Blum, Laurie. The Complete Guide to Getting a Grant: How to Turn Your Ideas Into Money. New York: Poseidon Press.

Conrad, Daniel. (1980). The Quick Proposal Workbook: How to Produce Better Grant Proposals in 25 - 50% Less Time. San Francisco: Public Management Institute.

Dumouchel, Robert. (1994). Government Assistance Almanac. Detroit: Omnigraphics, Inc.

Flanagan, S. (1982). The Grass Roots Fundraising Book. Chicago: Contemporary Books.

Frost, Gordon J. (1993). Winning Grant Proposals. Detroit: Fundraising Institute.

Geever, Jane C. (1993). The Foundation Center's Guide to Proposal Writing. New York: The Foundation Center.

Geller, Robert E. (1988). Plain Talk About Grants. Sacramento: California State Library Foundation.

Georgi, Charlotte. (1985). Fundraising, Grants & Foundations: A Comprehensive Bibliography. Englewood: Libraries Unlimited.

Hall, Mary S. (1988). Getting Funded: A Complete Guide to Proposal Writing. Portland: Continuing Education Publications.

Hillman, Howard. (1980). The Art of Wining Corporate Grants. New York: Vanguard Press.

Lefferts, Robert. (1978). Getting a Grant: How to Write Successful Grant Proposals. Englewood Cliffs: Prentice Hall.

Lefferts, Robert. (1990). Getting a Grant in the 1990's: How to Write Successful Grant Proposals. New York: Simon & Schuster.

The Foundation Center. (1995). Foundation Grants Index. New York: The Foundation Center.

The Foundation Center. (1994). Directory of New and Emerging Foundations. New York: The Foundation Center.

The Foundation Center. (1994). The Foundation Directory. New York: The Foundation Center.

The Foundation Center. (1985). Grants for Matching & Challenge Support. New York: The Foundation Center.

The Foundation Center. (1994). Guide to U.S. Foundations, Their Trustees, Officers and Donors. New York: The Foundation Center.

The Foundation Center. (1994). Who Gets Grants, Who Gives Grants. New York: The Foundation Center.

The Foundation Center. (1994). National Guide to Funding in Higher Education. New York: The Foundation Center.

The Taft Group. (1994). National Directory on Non-Profit Organizations. Rockville: The Taft Group.

The Taft Group. (1994). Federal Support for Non-Profits. Washington: The Taft Group.